



# ***NDCEE***

National Defense Center for Energy and Environment

## **Building Institutions for Regional Sustainability**

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# Building Institutions

Joint Regional Flag Officer Council  
Washington Military Sustainability Partnership



**SERPPAS**  
Southeast Regional Partnership for Planning and Sustainability



SAN DIEGO REGIONAL  
SUSTAINABILITY PARTNERSHIP



# Building Institutions for Regional Sustainability

- Why Sustainability at a Regional Scale?
- Cases of Institution Building
- Typology
- Challenges
- Implications



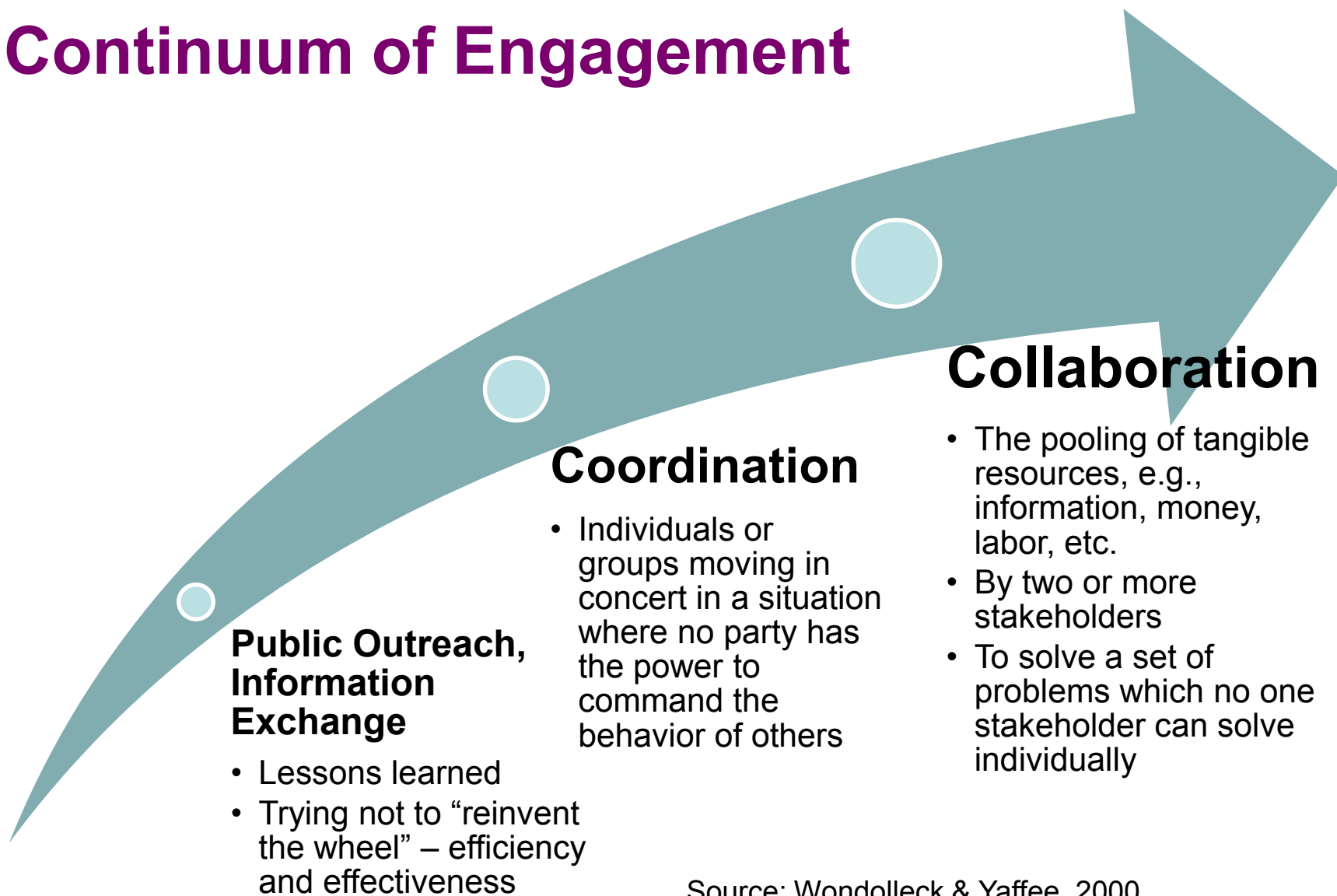
# Sustainability Drivers

- Triple Bottom Line Plus – mission, environment, and community + economics
- Systems Thinking – multiple scales; address the problem at the appropriate scale, recognize the linkages
- Natural Resource Scarcities – water supply, water quality, air quality, land, habitat
- Encroachment – compatible land use, threatened & endangered species, safety zones, noise and smoke buffers
- Economies of Scale – drive the market; often markets do not yet exist

# Policy Drivers

- *Sustainment of Ranges and Operating Areas, DoD Directive 3200.15*
- *National Defense Authorization Act (NDAA) for Fiscal Year 2003, Congress authorized Section 2684a of Title 10 United States Code (10 U.S.C. § 2684a)*
- *Regional Environmental Coordinators (REC) and Regional Environmental Offices; DoD Instruction 4715.2, DoD Regional Environmental Coordination*

# Continuum of Engagement



Source: Wondolleck & Yaffee, 2000

# What is an “Institution”?

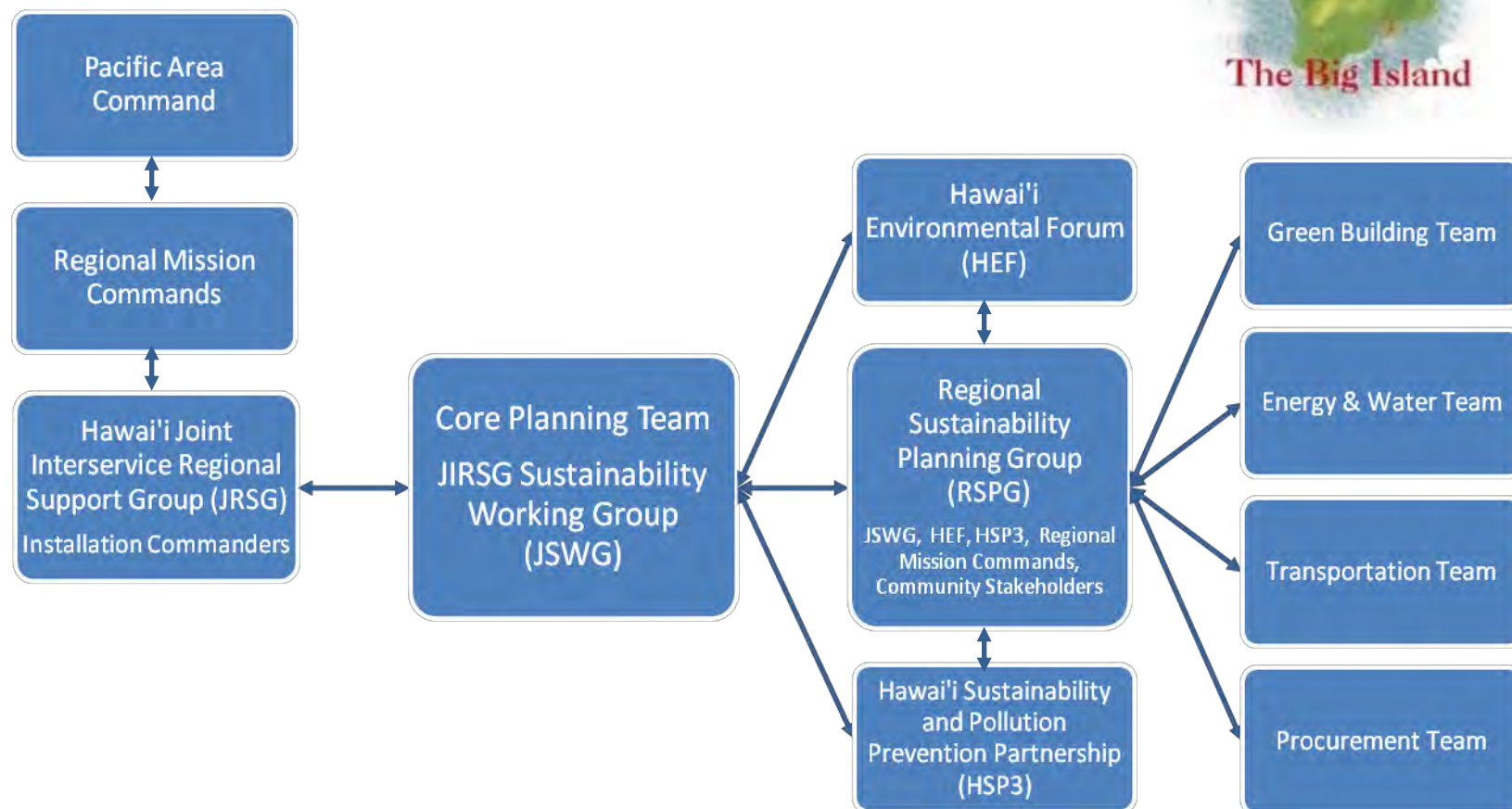
- Structures and mechanisms
- Social order and cooperation
- Governing the behavior of a set of individuals
- Identified with a ***social purpose*** and ***permanence***
- Transcending individual lives and intentions
- Making and enforcing of rules

Source: Wikipedia

# Core Planning Team

- Central planning and implementation entity
- Has most responsibilities for implementing the regional sustainability initiative
  - Contributes resources (time, material, personnel, or dollars)
  - Manages logistics (scheduling workshops, conducting briefings, directing projects)
  - Guides decision-making process; makes decisions
  - Promotes the effort to new partners in the region
  - Becomes champion for actions; identifies champions to carry on
- Membership will vary
- Link activities in the region under “sustainability”

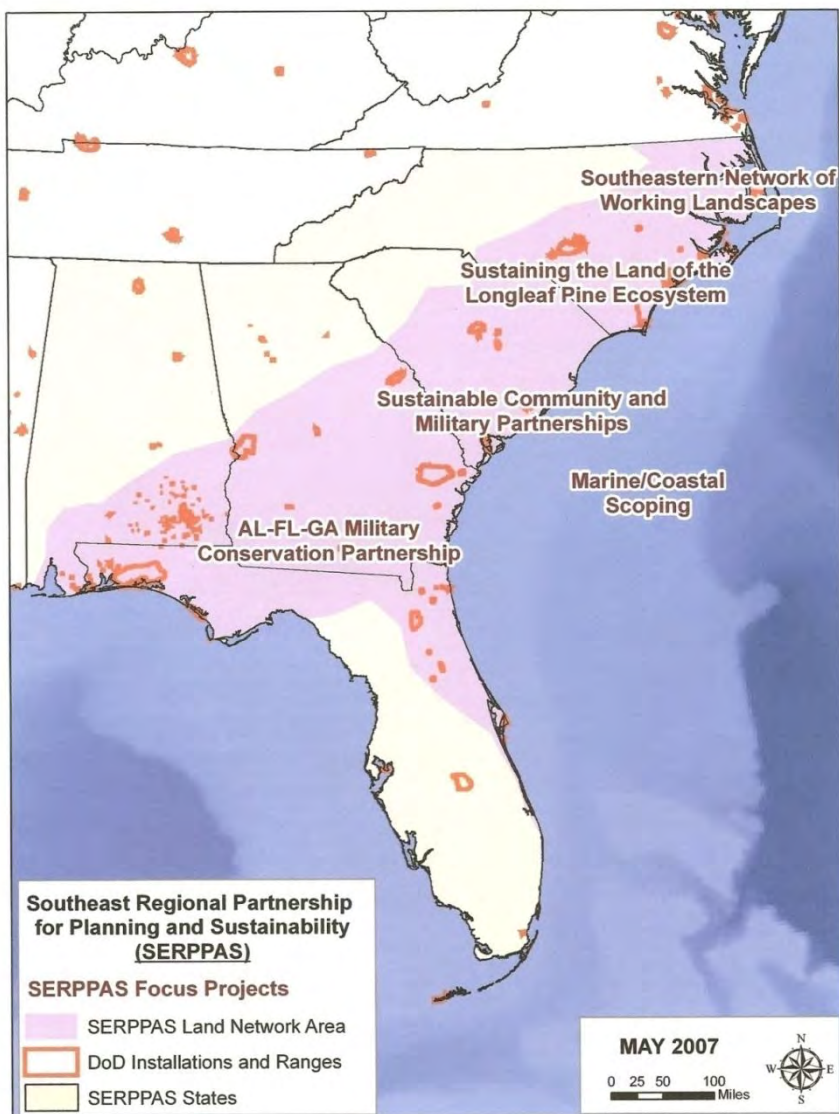
# Hawai'i Regional Sustainability Initiative



# Typology - Joint

Regional Sustainability Initiative Typology	Key Characteristics	DoD Role	Stakeholders
Joint	<ul style="list-style-type: none"> <li>- Critical mass of DoD assets with recognition of mutual dependency</li> <li>- Existing DoD regional leadership group/council</li> <li>- Major sustainability issue(s)</li> <li>- Critical role in regional economy</li> <li>- Shared ecological resources</li> </ul>	<ul style="list-style-type: none"> <li>- DoD initiated</li> <li>- DoD lead</li> <li>- DoD supported</li> <li>- DoD forms Core Planning Team</li> </ul>	<ul style="list-style-type: none"> <li>- Services: Army, Navy, Air Force, Marine Corps</li> <li>- Coast Guard</li> <li>- Reserves</li> <li>- National Guard</li> <li>- Office of the Secretary of Defense</li> <li>- State-level environmental agencies</li> <li>- Community SMEs, nongovernmental organizations</li> </ul>

# Southeast Regional Partnership for Planning and Sustainability (SERPPAS)



# Typology - Collaborative

Regional Sustainability Initiative Typology	Key Characteristics	DoD Role	Stakeholders
Collaborative	<ul style="list-style-type: none"> <li>- Significant assets by more than one Service (or jointly used)</li> <li>- Major sustainability issue(s)</li> <li>- Shared ecological resources</li> </ul>	<ul style="list-style-type: none"> <li>- DoD initiated</li> <li>- Partnership lead</li> <li>- Partners jointly support/DoD contributes</li> <li>- DoD member of Core Planning Team</li> </ul>	<ul style="list-style-type: none"> <li>- Services</li> <li>- State-level natural resource offices</li> <li>- Other federal agencies</li> </ul>



# Sustainable Sandhills



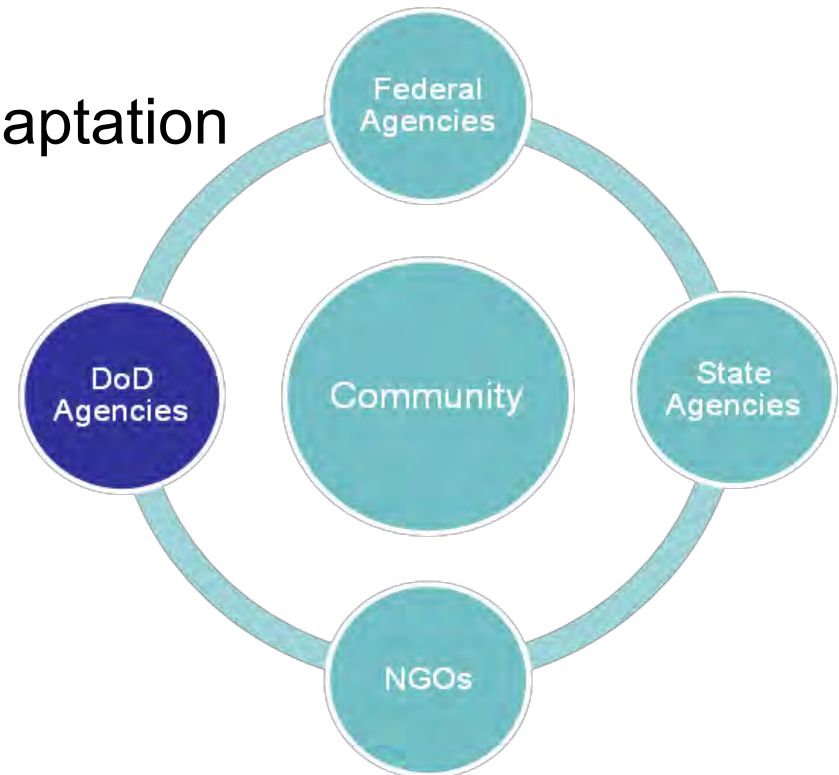
# Typology - Community

Regional Sustainability Initiative Typology	Key Characteristics	DoD Role	Stakeholders
Community	<ul style="list-style-type: none"> <li>- Significant asset by one Service (could be jointly used)</li> <li>- Major sustainability issue(s)</li> <li>- Shared ecological resources</li> </ul>	<ul style="list-style-type: none"> <li>- Installation initiated with Community Partners</li> <li>- Community lead</li> <li>- Community &amp; DoD supported</li> <li>- Core Planning Team composed of Non-profit Board of Directors</li> <li>- DoD member of planning teams as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- Fort Bragg</li> <li>- Community activists</li> <li>- Local businesses</li> <li>- Local governments</li> </ul>

# Challenges

(adapted from Scholz & Stiftel, 2005)

- Problem Relevance & Responsiveness
- Representation
- Decision Process
- Organizational Learning & Adaptation
- Public Learning
- Institution Building



# Implications

- Getting it started is the “easy” part – **longevity** is the trick:
  - Relevancy
  - Resources
  - Leadership
- Far too early to tell if new institutions will lead to positive change
- Need will continue to drive innovation
- Need to learn from experience to guide where is this going next

# References

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- San Diego Regional Sustainability Partnership <http://www.sdrsp.org/>
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- Western Regional Partnership <http://www.wrpinfo.org/news.aspx>
- Wondolleck & Yaffee (2000) *Making Collaboration Work: Lessons from Innovation in Natural Resource Management*, Washington, D.C.: Island Press
- Definition of “Institution” drawn from Wikipedia: <http://en.wikipedia.org/wiki/Institution>

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